

Housing Management Bulletin



No. 1
REFERENCE

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

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THE DIVISION IN 1942

✓ Stephenson
✓ Revised

As first steps in the process of revitalizing the Division after the many stops and handicapped starts of the past year occasioned by the defense program, new members have been appointed to nine Committees of the Division and a two-day meeting of the Executive Council has been set for February 4 and 5 in Washington. Before setting up any program for the year, however, the Council is to meet with officials of USHA, FWA, and possibly the Navy in order to integrate the Division's plans with the management needs of these agencies.

Before the Council meets, it would welcome expressions from Division members on the types and extent of service that they would like to see rendered this coming year. Such suggestions should reach the Division's headquarters office at 1313 East 60th Street in Chicago at the earliest possible date so that they can be incorporated in the agenda for the Council meeting.

The new membership of the nine Division Committees is as follows:

Committee on Training

Chairman: Abraham Goldfeld, New York; George Binen, New Haven; Raymond Nelson, Los Angeles; Harry Olson, Great Falls; Leon Raider, Philadelphia; Harry Weiss, Newark.

Tenant Selection and Organization

Chairman: Lionel Artis, Indianapolis; Joseph Anderson, Washington; John Beard, San Francisco; Irving Berman, Syracuse; Jean Coman, Washington; J. D. Hardin, Jr., New Orleans; Phillip Kent, Chicago; Edna Kury Monsees, Washington; George Schermer, Detroit; Helen Shuford, Washington.

Social Effects of Housing

Chairman: Abraham Goldfeld, New York;

Florence Connelly, Cleveland; Henry Dunbar, Detroit; Catharine Lansing, New York; John Long, Los Angeles; Alonzo Moron, Atlanta.

Maintenance Methods and Problems

Chairman: J. S. Raffety, Cincinnati; Ward Beckwith, Norvelt (Pa.); C. M. Cain, Atlantic City; Arthur Chladek, San Francisco; George Genung, New York; Taylor Hatcher, Portsmouth; Bob Roberts, San Antonio; Gordon Simpson, Cleveland; John Snyder, Vincennes; Franklin Thorne, Washington.

Management's Contribution to Planning and Design

Chairman: Paul Stannard, Cleveland; Roger Flood, New York; William Jeanes, Villanova (Pa.); Barton Jenks, Jr., Washington; Peter Lynch, Atlanta; Ira Lute, Denver; James Madison, Columbus; James Stephenson, Dallas.

Accounting, Records, Collection and

Measurement Methods

Chairman: C. F. Sharpe, Greenhills; James Boyle, New York; John MacGathan, Schenectady; Adrien Picard, Fall River; Lawrence Tucker, Greenhills; Finley Vinson, Corpus Christi; Charles Walte, Jr., Louisville.

Administrative Practices and Personnel

Chairman: Robert Taylor, Chicago; John Ducey, Chicago; Gunnar Mykland, Washington; Pascal Pappalardo, Buffalo; Clemons Roark, Rochester (Pa.); C. F. Sharpe, Greenhills; H. W. Sturges, Washington.

Management Aspects

of the Defense Housing Problem

Chairman: H. R. Emory, Wilmington; Lawrence Cox, Norfolk; Bryn Hovde, Pittsburgh; Barton Jenks, Jr., Washington; Orton Keyes, South Bend; Raymond Voigt, San Diego.

Committee on Rent Policy

Chairman: John Ihlder, Washington; Elizabeth Wood, Chicago; William Geddings, Columbia; John Kervick, Elizabeth; Orvil Olmsted, Washington; Donald Robinson, Toledo.

THE WAR AND MANAGEMENT

John W. Beard, Chief of the Management Division of the Housing Authority of the City and County of San Francisco, lists some of what he terms the "effects of the war on public low-rent housing in San Francisco."

- Manager of each development is acting as chief air raid warden during office hours and at nights a member of the maintenance staff residing at the project will act as chief warden.

- Arrangements have been made for small military detachments in vicinity of projects to use kitchen and bathing facilities.

- General office hours have been stepped forward 30 minutes to permit employees to return home before blackouts.

- Sand has been distributed to convenient locations throughout the developments for extinguishing incendiary bombs.

- All projects have been completely blacked out during numerous air raid alarms . . . the Authority is now investigating the most desirable type of blackout material for use on the windows, a black paper seeming to be a cheap and satisfactory cover for windows.

- Rent of tenants who have been called into the California State Guard has been reduced to rent levels established for their reduced incomes.

THE MASTHEAD

The masthead is taken from a page of pictures in the third Annual Report of the Housing Authority of City of El Paso (Texas) titled "Everyone is Busy." This particular scene is in the children's reading room of the branch library set up at Alamito, 349-unit, USHA-aided project for Mexicans.

CUTTING ELECTRICAL COSTS AT GREENDALE

by

Walter E. Kroening, Community Manager
Greendale, Wisconsin

Greendale is one of FSA's three greenbelt towns, comprising 572 units, first opened for occupancy in 1938.

The electrical distribution system in Greendale is owned and operated by the federal government. Primary electric power is purchased from the Wisconsin Electric Power Company for approximately one cent per kilowatt hour and is distributed to residential consumers under a system of metering by groups of residential units rather than by individual meters. The normal charge per unit was computed on the basis of the number of bedrooms per unit and on the basis of the amount of current necessary to operate an electric range, a refrigerator, small appliances, a furnace fan, and a lighting system, plus the cost of replacement and maintenance of the heating and refrigerating units.

Flat Rate Charge Abused

Our experience up to the fall of 1939 showed that residents were abusing the flat rate charge by using electric facilities for heating their homes, burning lights unnecessarily, trying to cool homes with refrigerators during the summer season, etc. This abuse was called to the attention of all residents through the Greendale Citizens Association. After many meetings between the Association's Committee and the Management, it was decided to assess all residents for all electricity used over the normal allowance. To effect this the community was divided into twenty metering districts and all power consumed in excess of the normal allowance for a given area is divided equally among the residents in that metering district. A charge of 1¢ is made for each kilowatt hour of electricity consumed in excess of the normal allowance. In the event the power consumption is less than the normal allowance, a credit of 1.1¢ per kwh is allowed.

Excess Consumption Charge Reduces Waste

This method of charging for actual power consumed was placed in effect February, 1941. That month the average residential over-consumption was 119 kwh for each unit. When the residents realized that they were actually being billed for this waste in current, economies were effected and in August of this year the over-consumption averaged only 17.81 kwh, or a reduction of 101.19 kwh over a period of six months. Some areas actually reduced their consumption to a figure below the normal allowance. One area which had an over-consumption of 1568 kwh in February reduced its consumption over the six-month period to 487 kwh below the normal allowance. This in dollars and cents means that the residents in that area from an excess charge of \$1.33 gradually reduced their electric charge until they effected a saving of 76¢ on their monthly normal charge, or a difference of \$2.09.

With our monthly bills we enclose a comparative charge sheet so that every resident can compare his current charge against the previous month's charge, as well as with the other metering districts.

A HOUSEKEEPING AIDE PROGRAM

by

W. H. Stillwell, Executive Director,
Housing Authority of Savannah

Much interest has been manifested by the public in the service of WPA Housekeeping Aides in Savannah projects--a work that has been brought to a high state of efficiency both at Yamacraw Village, a 480-unit slum clearance project for Negroes, and at Garden Homes Estate, a similar project of 314 units for white people only. When these projects were first opened, these Housekeeping Aides in their crisp white uniforms were familiar figures.

The services of the Aides are secured for needy tenants upon application of the management or some recognized agency to WPA and when an Aide starts to assist a tenant, she remains on that job as long as the emergency exists. Sometimes there may be as many as 20 Aides working on the projects at the same time.

Prior to the opening of the projects, the Aides in going about the city often found families whose homes, incomes, family composition, etc., seemed to be such as to make them prospects for tenancy in one of our projects; if the Aides thought it would benefit the family and they might be eligible, they suggested that the families apply -- this was on their own initiative without prompting from the Housing Authority. They then assisted such families as were accepted in breaking up their old homes and getting themselves established on the projects.

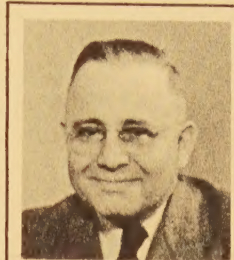
Services of All Kinds

The services that the Aides offer tenants are of several different kinds. At present their care is largely directed toward expectant and new mothers. As this is written, at least ten young mothers are being helped in this way. For instance, when a mother has a new baby and there are several little children to be cared for, the youngsters are sent to school clean and the house is taken over.

Also at this time the WPA is using the projects' community kitchens to train its entire Housekeeping Aide staff in food demonstrations that are sponsored by food industries. The Aides, on the basis of this training, then conduct similar demonstrations in private kitchens throughout the city and in the projects. As a part of the demonstrations, a low-cost meal is actually prepared and served to those participating, so that they can know that the food demonstrated is practicable and palatable. Through discussion, things of interest to the group as consumers, mothers, and housewives are brought out and materials on food preparation and buying are distributed at each meeting.

The Aides have become most familiar with the layout of the projects because for months they used vacant dwelling units as tenant training centers, where all phases of housework were taught. Now that the projects are 100 per cent occupied, these demonstrations are continued in tenant homes and have encouraged proper care for new porcelain equipment and a deep interest in spotless bathrooms and kitchens.

WE PRESENT...



EXECUTIVE
COUNCILMAN
RAYMOND A.
VOIGT

(Third in a series of Executive Council biographical sketches.)

During 1939-40 Mr. Voigt served as the first, the pioneer, Chairman of the Division, which was before its formal establishment and when it was known as the "Managers' Division." In 1935, preparatory to taking his first public housing job as Manager of PWA-built Parklawn in Milwaukee (1936-41), he attended the NAHO-PWA training course in Washington and from that point forward served on many NAHO committees and acted in many advisory capacities in the growing profession of housing management.

Except for 16 months during 1917-19 when he was with the AEF in France, participating in 4 major front-line operations, Mr. Voigt's pre-housing experience was exclusively in Milwaukee. After the war, he worked as a sales executive for three national manufacturing concerns and then went into the real estate and property management business for himself. Later he was appointed to the Milwaukee County Department of Outdoor Relief, where he had 4 years of experience in both property management and social services. During this time he was also active in the initial efforts to improve Milwaukee's substandard housing.

His six years at Parklawn culminated in March of 1941 with his appointment as Housing Manager for FWA's 3000-unit Linda Vista defense project in San Diego, including, in addition, the management of a 612-unit dormitory, 1500 units of demountable housing, and a 75-unit Army off-post development--all at this same location.

TENANT ACTIVITIES 1941

► Reproduced below from the December 23, 1941, issue of the Dixie Homes Express is a year-end summary of the 1941 activities of the Dixie Homes Tenant Association. Dixie Homes is a 633-unit, PWA-built project, first occupied in 1938.

1. Scholarship given to Velma Jenkins—tenant, 1st year college.
2. Two Tennis Courts (Under construction).
3. Purchased piano for auditorium.
4. Contribution made to USO.
5. Picnic and Anniversary Party for all Dixie Homes Tenants.
6. 1941 Achievement Award presented to Mrs. Cato Howard.
7. Sponsored Soft Ball Team—won third place in Softball League.
8. Sponsored Easter egg hunt for children.
9. Sponsored Baby Show. Directed by B. A. Hearn.
10. Sponsored Kindergarten.

HEATING PLANT ECONOMY

► A used railroad locomotive air pump purchased from a junk yard for some \$70 and put into working order at a cost of \$175 (cost, new, said to be \$583) has been installed at the Julia C. Lathrop Homes in Chicago to replace a worn air compressor used for operating the draft controls of the project's heating plant. Inasmuch as locomotive air pumps are generally recognized to be of unusually rugged construction and to have a long service life, the purchase was felt to represent a real economy. In addition, the pump was so installed that it is no longer necessary to heat boiler feed water with live steam, since the exhaust steam from the new air pump plus the exhaust steam from the boiler feed pumps is sufficient to do the job. It is computed that through economies in operating expense, the compressor will be paid for in less than two years and will result in outright savings from that point on.

HINTS TO THE HOUSING MANAGER

FOOD GUIDE

► Reproduced on the Women's Page of a recent issue of the tenant paper at Cedar Central Apartments in Cleveland was a Guide for Making a Weekly Food List at Moderate Cost for your Family. The Guide is unusual in that it specifies separately the necessary amounts of different kinds of essential, inexpensive foods to provide an adequate, healthy diet for children in various age groups and for both actively and inactively employed adults. By filling in family names at the proper age limits shown on the Guide and crossing off those groups of which there are no representatives in the family, the proper weekly amount of each different kind of essential food can be computed. Thus purchasing can be done all at one time and economies achieved, at the same time providing a balanced family diet.

PREOCCUPANCY TRAINING

► A course of training in home economics and care of property and equipment was instigated as part of the tenant selection program for LeMoyné Gardens, 500-unit, USHA-aided project for Negro families in Memphis. Prospective tenants for the project were encouraged to attend day or night classes for a course of instructions given under the supervision of two specially trained members of the Memphis Housing Authority staff. Response on the part of families who might later become tenants was reported as excellent.

DONATED FURNITURE

► Oscar C. Brown, Manager of the recently opened Ida B. Wells Homes in Chicago, states that in investigating prospective tenants, it was observed that more than one-third of those eligible had inadequate or no furniture at all. To take

care of those not receiving direct assistance from the Relief Administration (which renders some furniture assistance to its clients), a city-wide committee was formed and, through the press and local clubs, an appeal was made for the donation of furniture. In response, a substantial amount came to the project free of carrying charges; for the remainder, however, the project management had to arrange to pay the transportation costs. To meet this expense, those tenants who were able to pay were sold the furniture for the transportation fees-- or, in some cases, for a little in excess of the fees--and thus the tenants without money were given furniture free of charge. Most of the furniture was in need of repair, Mr. Brown states, and was taken by the tenants to the WPA repair shop on the project where equipment and advice are available without charge--the tenant, however, supplying necessary nails, glue, paint, etc. Mr. Brown says that almost 40 per cent of the 1657 families on the project used the repair shop.

RENT DEPOSITS

► The rent deposits collected at Techwood and Clark Howell Homes in Atlanta are invested in United States Defense Bonds and the accumulated interest turned over to the tenants' association twice yearly, in February and August. It is anticipated that in August, 1942, the amount of the interest will be \$80 and that as early as August, 1947, it will be \$496. A similar investment plan by the New York City Housing Authority turns over pro-rated interest to individual tenants on their leaving the project but it is stated that in Atlanta such direct returns are unlawful. Hence the plan outlined above.